



TODAY WE WORK

— FOR —

TOMORROW

**STRATEGIC PLAN**

*EFFECTIVE JAN. 1, 2023*



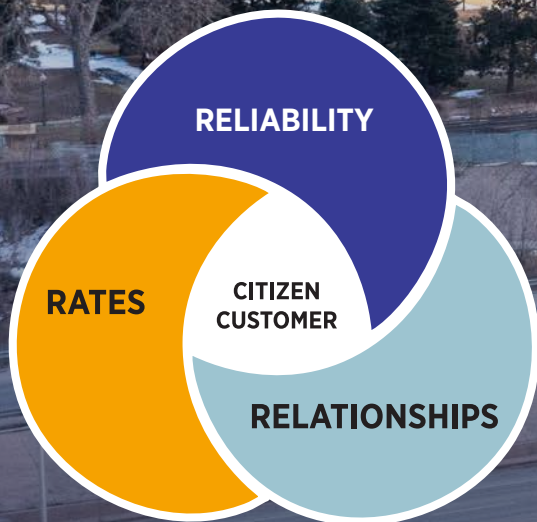
Colorado Springs Utilities

*It's how we're all connected*



# STRATEGIC FOCUS

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**The Utilities Board and the CEO are responsible for setting the strategic direction of the enterprise. The Utilities Board is primarily and ultimately accountable for ensuring the benefits of local ownership and control to the citizens of Colorado Springs. The Utilities Board also has a responsibility to its current and future customers by balancing: Rates, Reliability and Relationships.**

# STRATEGIC FOUNDATION

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**The Strategic Plan focuses the organization on delivering the mission and vision and achieving a competitive position in each of the Utilities Board's strategic focus areas of Rates, Reliability and Relationships.**

## **OUR MISSION**

Provide safe, reliable, and competitively-priced utilities to our customers.

## **OUR VISION**

Ready for today, prepared for a sustainable future.

## **OUR VALUES**

Our values are our guiding principles of behavior and the foundation of our organizational culture. Every employee is accountable for upholding these values of the organization.

**SAFETY** - We are passionately committed to safety in everything we do.

**PEOPLE** - We promote and foster an inclusive work environment in which everyone is treated with dignity and respect.

**TRUST** - We demonstrate the highest standards of integrity, competence, transparency and professionalism.

**RESPONSIBILITY** - We are committed to fiscal and environmental stewardship of all resources.

**COLLABORATION** - We develop cooperative goals, share information and foster relationships.

**CONTINUOUS IMPROVEMENT** - We innovate, optimize and adapt to serve customers today and in the future.



# STRATEGY MAP

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Utilities Board Focus Areas: Rates, Reliability, Relationships

<b>OUR MISSION</b>	Provide safe, reliable and competitively-priced utilities to our customers.				
<b>OUR VISION</b>	Ready for today, prepared for a sustainable future.				
<b>OUR VALUES</b>	Safety, People, Trust, Responsibility, Collaboration, Continuous Improvement				
<b>STRATEGIC OBJECTIVES</b>	Deliver quality utilities	Focus on the customer	Financial accountability	Support our community	Enable employee empowerment
<b>2023 KEY GOALS</b>	<p>Provide reliable, quality water, wastewater, natural gas and electric services to our customers.</p> <p>Adopt innovative technologies to improve our utilities' infrastructure.</p>	<p>Improve customer experience, satisfaction and loyalty.</p> <p>Communicate effectively with customers through various channels.</p>	<p>Maintain competitive rates while funding essential utility needs.</p>	<p>Support stability and ensure strategic growth through long-term planning.</p> <p>Reduce barriers that contribute to the retention and vitality of our local business community.</p>	<p>Commit to effective change management and the professional development of employees.</p>

# STRATEGIC OBJECTIVES

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Strategic Objectives are continuous improvement activities designed to close performance gaps and leverage organizational strengths. Strategic Objectives make strategy actionable by involving all employees in operationalizing the organization's goals, aligning day-to-day work, projects, programs and initiatives.

## DELIVER QUALITY UTILITIES

*Uphold a culture of service reliability.*

### WHY IT MATTERS

This objective is the core of our business and mission.

### WHAT IT ENTAILS

- Provide reliable water, wastewater, gas and electric services to our customers
- Invest in infrastructure improvements to ensure sustainability
- Adopt innovative technologies and manage our utilities' assets
- Commit to prudent environmental stewardship



## FOCUS ON THE CUSTOMER

*Serve by anticipating and exceeding customer expectations.*

### WHY IT MATTERS

Our customers are at the center of every decision we make. We need to go beyond the basics and ensure they have a positive experience while doing business with us.

### WHAT IT ENTAILS

- Anticipate and meet customer preferences
- Enhance internal and external customer relationships
- Provide innovative customer solutions and options
- Reduce business barriers for residential, commercial and industrial customers

## FINANCIAL ACCOUNTABILITY

*Ensure we are all responsible stewards of customer resources.*

### WHY IT MATTERS

We all play a role in the financial health of the organization and to best serve our customers, we need to be vigilant when making financial decisions.

### WHAT IT ENTAILS

- Create a long-term enterprise financial plan
- Maintain a fair and equitable rate structure
- Maintain a strong bond rating
- Manage revenue volatility
- Mitigate financial risk
- Explore additional revenue generation streams
- Responsibly use resources at a division, department, and section level



## SUPPORT OUR COMMUNITY

Contribute to the growth, vitality and quality of life in the Pikes Peak Region.

### **WHY IT MATTERS**

As a locally owned utility, we are an integral part of the business and residential communities, and it is our responsibility to be a collaborative partner.

### **WHAT IT ENTAILS**

- Maintain and update long-term integrated resource plans
- Contribute to the retention and growth of local businesses through efficiencies in service
- Contribute to the growth and vitality of our community by being a cooperative community partner

## ENABLE EMPLOYEE EMPOWERMENT

Create an environment where employees feel valued, have autonomy to complete their work, and are supported.

### **WHY IT MATTERS**

Our employees are the most important and essential asset of our organization.

### **WHAT IT ENTAILS**

- Foster a culture that embraces continuous improvement
- Strive for an incident free workplace
- Adopt a safety mindset in everything we do
- Provide market-competitive compensation and benefits
- Develop future leaders aligned with the organization's values
- Build internal talent pipeline for targeted jobs
- Encourage professional development and training opportunities
- Recognize, appreciate, and value employees
- Promote an inclusive, respectful and engaged workforce





Colorado Springs Utilities<sup>®</sup>

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